



MARCORLOGCOM
Marine Corps Logistics Command
Albany, GA 31704-0320



MARCORSYSCOM
Marine Corps Base
Quantico, VA 22134-5010

BASELINE

MCSC-MCLC-3501
Revision: Baseline
Date: 26 September 2003

POST-PRODUCTION SYSTEMS STANDARD PROCEDURE

READINESS MANAGEMENT

Process Owner: Assistant Commander, Product Support, MARCORSYSCOM

SIGNATURE/APPROVAL

The signatures and dates below indicate approval of this procedure for implementation at MARCORSYSCOM and MARCORLOGCOM.

Col M. E. Rudolph
Director, Supply Chain Management Center
MARCORLOGCOM

Col W. F. Johnson
Assistant Commander, Product Support
MARCORSYSCOM

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READINESS MANAGEMENT

1. SCOPE

1.1 Scope. This Standard Procedure (SP) is applicable to processes related to the conduct of Readiness Management. Marine Corps Systems Command (MCSC) is the central focal point for Marine Corps Ground Equipment Readiness.

1.2 Purpose. This SP establishes guidelines for processing readiness-related information and defines the interaction between MCSC, Marine Corps Logistics Command (MCLC), and other agencies.

1.3 Applicability. This SP is applicable to all Marine Corps organizational elements.

2. APPLICABLE DOCUMENTS

<u>Title</u>	<u>Number</u>
a. Table of Marine Corps Ground Equipment Resource Reporting (MCGERR) Equipment	MCBul 3000
b. Marine Corps Ground Equipment Resource Reporting (MCGERR)	MCO 3000.11_
c. Marine Corps Integrated Maintenance Management System (MIMMS) Introduction Manual	MCO P4790.1_
d. MIMMS Field Procedures Manual	MCO P4790.2_
e. Marine Corps Stratification of Principal End Item (PEI STRAT) Process Policy	MCO 4400.193

3. DEFINITIONS

See Appendix A.

4. PROCEDURE

4.1 General. The responsibility for managing Marine Corps Ground Equipment Readiness belongs to MCSC, Assistant Commander, Product Support (ACPROD), Readiness Branch. The procedures in paragraph 4.5 follow the flow diagram in Appendix B.

4.2 Concept. MCSC provides oversight management of material readiness data.

4.3 Process. Readiness management involves the collection, analysis, and integration of Marine Corps ground equipment data provided by the Operating Forces (OPFORs), MCLC, and Program Managers (PMs) used in the Life Cycle Management process and for reports and analyses provided upon request.

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4.4 Management Review. The Process Owner shall, with Subject Matter Expert (SME) input, review and update this SP as required.

4.5 Responsibility

<u>Actionee</u>		<u>Action</u>
Assistant Commander, Product Support (ACPROD), MCSC	4.5.1	Communicate Readiness Management policy and procedures throughout the Marine Corps through documentation, written and verbal communication, and employee training.
Operating Forces (OPFORs)	4.5.2	Ensure that major commands provide weekly readiness updates and reconciliation data to MCSC ACPROD (Readiness Branch). Coordinate Unit Identification Code (UIC) file change requests for submission to MCSC to reflect unit activations, deployments, and reorganizations.
	4.5.2.1	Report Equipment Status information.
	4.5.2.2	Submit data to Maintenance Information System Coordination Office (MISCO) for data consolidation.
	4.5.2.3	Interface with Supported Activities Supply System (SASSY) to generate MIMMS Document Status Report.
	4.5.2.4	Generate Daily MIMMS Status Report.
	4.5.2.5	Generate LM2 Report (Weekly).
	4.5.2.6	Generate RM4 Remarks (Weekly).
	4.5.2.7	Update readiness data in MIMMS.
	4.5.2.8	Verify Supply Status.
	4.5.2.9	Verify Equipment Status.
	4.5.2.10	Submit nominations for Quarterly Material Working Session.
Readiness Branch, ACPROD, MCSC	4.5.3	Consolidate and brief the status of ground equipment readiness problems and concerns on a quarterly basis. Perform readiness assessments and evaluations as requested.

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- 4.5.3.1 Update Table of Authorized Materiel Control Number (TAMCN) File in MCGERR as required by MCBul 3000. (Changes to the TAMCN File are submitted to Head Quarters Marine Corps (HQMC) by the OPFORs. Requested changes are inducted by HQMC. A request to run the job is forwarded to the Readiness Branch. The job request is submitted to the Systems Analyst and the output is verified. Output response is forwarded to HQMC upon successful completion of updates.)
- 4.5.3.2 Update ID Standards File (as required). (Changes to the ID Standards File are submitted to HQMC by the MARFORs. Requested changes are inducted by HQMC. A request to run the job is forwarded to the Readiness Branch. The job request is submitted to the Systems Analyst, and the output is verified. Output response is forwarded to HQMC upon successful completion of updates.)
- 4.5.3.3 Update Unit Identification Code (UIC) File (as required). Maintain accuracy of Marine Corps UICs through changes submitted by the OPFORs. (The units request changes / additions / deletions to be inducted. A job request is submitted to the Systems Analyst to run the job. Upon completion, output is verified for correctness.)
- 4.5.3.4 Update F11 Date Card (weekly) to generate the Marine Corps Automated Readiness Evaluation System (MARES) / MCGERR Report.
- 4.5.3.5 Update Readiness Data available (MCGERR/Approved Acquisition Objective(AAO)). (Readiness reports are distributed to MCSC and MCLC. From these reports, the Marine Expeditionary Force (MEF) Managers capture the readiness data for their perspective MEF over a thirteen-week period as defined by the quarterly cutoff date. AAO Readiness Ratings for actual allowances are updated to include the Maritime Prepositioning Ship (MPS) Program; I, II and III MEFs; Special Mission; Enhanced Equipment Allowance Pool (EEAP) Program; Marine Forces Reserves (MARFORRES); Depot Maintenance Float Allowance (DMFA); Norway Prepositioning Program; General Support; Net War Reserve Materiel Requirement (NETWRMR); and Mobilization.
- 4.5.3.6 Transmit MARES Report (LM2 data) to PM / Logistics Management Specialist (LMS).
- 4.5.3.7 Report validation results.
- 4.5.3.8 Conduct MEF Analysis. Extract MCGERR data from Marine Corps Readiness Equipment Module (MCREM) at the MEF and the Major Subordinate Command (MSC) levels for TAMCNs and UICs for I, II, and III MEF and MARFORRES to determine the S Rating (indicating the availability of equipment), the R Rating (indicating the condition of equipment), the amount and categories of deadlined

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equipment, and Equipment Repair Orders (EROs) that have been open more than a stated period of time (100 days).

- 4.5.3.9 Run a program to generate MIMMS data from EROs. Document the status of each ERO by analyzing the defect code, job status codes, supply status, date ordered, and date received for requisitions, and the ERO job status code. Analyze current and previous data to detect causes of failures (i.e., Non-Mission Capable Supply (NMCS) and Non-Mission Capable Maintenance (NMCM)) and to identify trends that can be used to assess the reliability, availability, and maintainability of equipment.

Verify MARES Report (LM2 Data) Integrity for required analysis

- 4.5.3.10 Prepare MEF Analysis (quarterly or as required). (MEF Maintenance Management Officers (MMOs) perform a weekly / monthly / quarterly readiness synopsis of the readiness data as the data relate to equipment status.) Provide write-up to the OPFORs and MCSC.
- 4.5.3.11 Produce MEF Analysis Report, and deliver to appropriate organizations.
- 4.5.3.12 Identify Type Programmatic Analysis requested (see Table 1, Appendix C).
- 4.5.3.13 Develop Study Plan for requested analysis.
- 4.5.3.14 Execute Study Plan. Print PEI Stratification (PEI STRAT) sheets for requested TAMCNs using current quarter's data. Extract and input the baseline data for all TAMCNs from the printed PEI STRAT spreadsheets for the current quarter plus six additional years. Obtain MCGERR data for the readiness reportable TAMCNs for induction into the Readiness Reportable Format. Input the Master Work Schedule (MWS) quantities. Input plus-ups and/or decreases in the funded quantity field as submitted by the requesting organization. The remaining unfunded quantities are inducted into the applicable field for computation of the R Rating.

For the Phase-In/Phase-Out assessment, obtain a current copy of the Fielding Plan for new equipment being phased in and old equipment being phased out. Prepare a readiness assessment as instructed in above paragraph.

For the D-3 Exhibit, prepare a readiness assessment as annotated above. Final report should include Active Inventory quantities and the calculated R Ratings for both the Active Forces and Reserves.

Prepare reports for all assessments to list the calculated R Ratings, and report the results to the requesting organization

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- 4.5.3.15 Compile charts for the OPFORs, MARFORRES, and AAO. (MEF MMOs submit MCGERR data for the thirteen-week data collection period as well as the PEI STRAT data for the current quarterly cutoff. The data submitted include supporting backup information and updated charts. Backup information for each MEF is combined together to update the "Readiness Ratings for OPFORs" chart. The Reserves' Training Allowance (T/A) and Table of Equipment (T/E) readiness data are compiled to update the "eadiness Ratings for MARFORRES" chart.)
- 4.5.3.16 Compile and update the readiness ratings for the "Critical TAMCNs" and "Selected Aging Equipment" charts. Updates include the actual allowances as they relate to the AAO for the Critical TAMCNs which include MPS, I, II, and III MEFs, Special Mission, EEAP, Reserves, DMFA, Norway, General Support, Net WRMR and Mobilization. The "Selected Aging Equipment" chart is then submitted to the PMs / LMSs for review and updating as necessary.
- 4.5.3.17 Request update to the Depot Level Maintenance Program (DLMP) funding profile to project current MWS demands. Charts and narratives are submitted to MCLC, Maintenance Division, Maintenance Branch for review and updating as necessary.
- 4.5.3.18 Provide charts of "Critical TAMCNs" and previously submitted narrative to the PM / LMS for review and update of technical readiness issues.
- 4.5.3.19 Consolidate all updated readiness data, charts and narrative for display in the Quarterly Readiness Report to Congress (QRRC).
- 4.5.3.20 Compile, finalize, and submit QRRC Brief and narrative for transmission to HQMC (Installations & Logistics (I&L)).
- 4.5.3.21 Conduct below-goal Readiness Analysis Review of all TAMCNs in Marine Corps Equipment Readiness Information Tool (MERIT) to determine which ones have been below 85% for three consecutive months. Extract report from Readiness database and compare to MERIT readiness levels to determine which TAMCNs have exceeded the "get well" date projected by the PM.
- 4.5.3.22 Schedule/Announce Working Session/Executive Summary
Coordinate briefing date for Working Session with Chief of Staff's (COS's) Staff Secretary. Coordinate briefing date for Executive Session with Commanding General's (CG's) Aide de Camp. Schedule specific time/date with the Video Tele Conference (VTC) Coordinator. Provide list of off-site agencies that will participate in the VTC. Request technical assistance from Command Support. Announce time/date of each session through Naval message/e-mail.

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- 4.5.3.23 Request nominations.
Provide list of TAMCNs selected in 4.5.3.21, and request additional topics from OPFORs, HQMC, DLA, MCSC, and MCLB.
- 4.5.3.24 Identify Working Session Topics. Consolidate lists from 4.5.3.21. Distribute to MCSC and MCLC. Ensure any specific concerns are relayed to MCSC and MCLC. Request list of Action Points of Contact (POCs)/Briefers. Request name of briefer for each topic
- 4.5.3.25 Coordinate POCs for working sessions briefs and Executive Summary.
- 4.5.3.26 Conduct Working Session Pre-Brief. Prepare read-aheads.
- 4.5.3.27 Conduct Materiel Readiness Working Session via VTC. Distribute agenda to MCSC and MCLC as appropriate. Each POC will brief topics as indicated in 4.5.3.24. After each brief, the COS will determine if the topic should be referred to Executive Summary and / or if further action is required.
- 4.5.3.28 Provide advance copy of brief.
- 4.5.3.29 Coordinate and develop final output for Executive Summary Receive, review, consolidate, format and prepare final brief for distribution. Provide read-ahead to the CG via the Aide de Camp. Be prepared to answer questions/concerns from the CG.
- 4.5.3.30 Conduct Materiel Readiness Executive Summary. Distribute After Action Items for review, and incorporate comments. Distribute After Action Items for action by applicable party. Update Tasker and Get Well Date (GWD) Database with responses. Post After Action Items to the Web, and distribute to all interested parties.
- Program Managers (PMs) / Logistics Management Specialists (LMSs), MCSC
- 4.5.4 Review and investigate readiness issues, initiate corrective actions, and update narratives as required.
- 4.5.4.1 Initiate updates to Logistics Management Information System (LMIS) / Total Force Structure Management System (TFSMS) File.
- 4.5.4.2 Review MARES/MCGERR Report (LM2 Data).
- 4.5.4.3 Conduct technical validation / investigation. Initiate corrective actions where possible.
- 4.5.4.4 Review, validate, and update technical readiness issues. Report status of validation, investigation, and corrective actions.
- 4.5.4.5 Update charts and narratives for submission to the Readiness Branch for inclusion in the Congressional brief.

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Marine Corps Logistics Command (MCLC)	4.5.5	Provide valid and up-to-date supply chain management information on Marine Corps ground equipment.
	4.5.5.1	Compute Depot Maintenance Float Allowance (DMFA) quantities. Review historical data, and verify and update quantities in accordance with current MWS / DLMP requirements.
	4.5.5.2	Validate WRMR quantities. Compute based on Combat Active Replacement Factor (CARF), which considers probabilities of combat loss over a specified number of days in various combat scenarios. This is offset by MPS quantities for specific items.
	4.5.5.3	Compute and validate OPFOR in-stores quantities by subtracting T/A allowance from T/E allowance in accordance with updated PEI STRAT.
	4.5.5.4	Initiate changes to DLMP.
	4.5.5.5	Generate in-stores status in the Marine Corps Equipment Readiness Information Tool (MERIT).
		(Customer Relationship Management (CRM) conducts supply verification.)
	4.5.5.6	Upon receipt of an inquiry regarding the supply status of an item on the MCGERR / MARES Report (LM2 data), the CRM section will conduct a supply verification or investigation of the suspected problem. The CRM will respond to all inquiries, although the problem may or may not ultimately be resolved within the CRM. The CRM will track all supply inquiries to resolution. The CRM, or other organizations as needed, will execute corrective actions when possible.
	4.5.5.7	Identify type of supply chain analysis requested (See Table 2, Appendix C).
	4.5.5.8	Develop study plan for requested analysis.
	4.5.5.9	Execute study plan and report results as requested.
	4.5.5.10	Update DLMP funding profile and submit to Readiness Branch.

5. NOTES

6. DATA, FORMS & REPORTS

7. QUALITY RECORDS

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8. PROCESS METRICS:

MEASUREMENT PLAN

Baseline data will be established by measurement upon approval of process. Improvement objectives will be established following approval within 3 months.

Measure	Measure Manager	Collection Frequency	Baseline	Objective
Marine Expeditionary Force (MEF) Analysis / Report Development Cycle Time: The duration (measured in hours) between the availability of updated Marine Corps Integrated Maintenance Management System (MIMMS) data (4.5.2.7) and the production of the MEF Analysis Report	Assistant Commander, Product Support (ACPROD) Readiness Branch	Weekly		
Programmatic Readiness Assessment Cycle Time: The duration (measured in hours) between the point a programmatic analysis request is entered (4.5.3.12) and when the results are reported at the conclusion of (4.5.3.14)	ACPROD Readiness Branch	As requested		
Quarterly Readiness Report to Congress (QRRC) Analysis/ Report Cycle Time: The duration (measured in hours) between the availability of readiness data (Approved Acquisition Objective Report) (4.5.3.5) and the production of consolidated charts for the QRRC (4.5.3.19)	ACPROD Readiness Branch	Quarterly		
MEF Analysis/QRRC Rework: The duration (measured in hours) from the receipt of a request to conduct rework analysis for MEF or QRRC until the reworked report is delivered to the requesting party.	ACPROD Readiness Branch	Quarterly		
QRRC Delivery Time: The duration (measured in hours) between the production of consolidated charts for QRRC Brief (4.5.3.19) and the receipt of the compiled reports by MCLC (4.5.3.20)	ACPROD Readiness Branch	Quarterly		

Efficiency (Time)
Effectiveness (Rework) - (Output)
Outcomes (Output) - (Results/Measured Downstream)
(Balance Scorecard)

9. FLOW DIAGRAM

Appendix A Definitions & Acronyms
Appendix B Readiness Management Flow Diagrams
Appendix C Readiness Management Analysis Tables

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Appendix A: Definitions & Acronyms

AAO - The Approved Acquisition Objective is the quantity of an item authorized for peacetime and wartime requirements to equip and sustain the Marine Corps per current DoD policies and plans.

CRM - Customer Relationship Management; provides customer service support in support of Supply Chain Management.

DATE CARD – Dates that are pertinent to the operation of the system.

DLM - Depot Level Maintenance; maintenance performed on material requiring major overhaul or a complete rebuild of parts, assemblies, subassemblies, and end items, including the manufacture of parts, modification, testing, and reclamation.

DMFA - Depot Maintenance Float Allowance; the quantity of mission essential, maintenance significant equipment to permit the withdrawal of equipment from organizations for scheduled repair (performed at the depot level) without detracting from a unit's readiness condition.

ID - Identification Number; number that is assigned to a piece of equipment.

LMS - Logistics Management Specialist; the PM's representative at Albany, Georgia.

LM2 - The MCGERR equipment status report that displays the OPFORs' weekly reported readiness.

MCGERR - Marine Corps Ground Equipment Resource Reporting; system that provides ground equipment status of OPFOR units.

MCREM - Marine Corps Readiness Equipment Module; system that provides the operational status of reported readiness equipment using the Field Maintenance Subsystem LM2 reports as the source of data.

MCREM-R - Marine Corps Readiness Equipment Module Reserves; system that develops an overall snapshot of MARFORRES readiness using applied stores as of 1st Quarter Fiscal Year 2002; differs from MCREM by basing the allowances on T/E vice T/A.

MERIT – Marine Corps Equipment Readiness Information Tool.

MIMMS - Marine Corps Integrated Maintenance Management System; system that provides visibility of maintenance resources.

MISCO - Maintenance Information System Coordination Office; MEF agency that coordinates the operation of MIMMS between the using unit and the system sponsor.

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M/R Rating- The overall readiness rate that equate to the equipment capability rate (R Rating) times the supply rate (S Rating).

NMCS – Non-Mission-Capable Supply.

NMCM – Non-Mission-Capable Maintenance.

PM - Program Manager; military are civilian who is responsible for managing, through Integrated Product Teams (IPTs), an acquisition program.

QRRC - Quarterly Readiness Report to Congress.

"R" RATING - This rating is obtained by dividing the total number of items possessed (on-hand) minus the total number of items deadlined by the total number of items possessed. Also known as the "Equipment Capability Rating."

RAM- Reliability, Availability and Maintainability; requirement imposed on acquisition systems to ensure they: (1) are operationally ready for use when needed; (2) will successfully perform assigned functions; and (3) can be economically operated and maintained within the scope of logistics concepts and policies.

RM4 – A bi-product of MCGERR in which the current equipment status/remarks for readiness reportable TAMCNs are displayed.

"S" RATING - This rating is obtained by dividing the total number of items possessed (on-hand) by the total number of items authorized; also known as "Supply Rating."

SASSY - Supported Activities Supply System; system that provides centralized accounting and record-keeping functions for using units.

TAM- Table Of Authorized Materiel; an allowance list of authorized materiel for use by organizations, activities, and detachments of the Marine Corps, both regular and organized reserves.

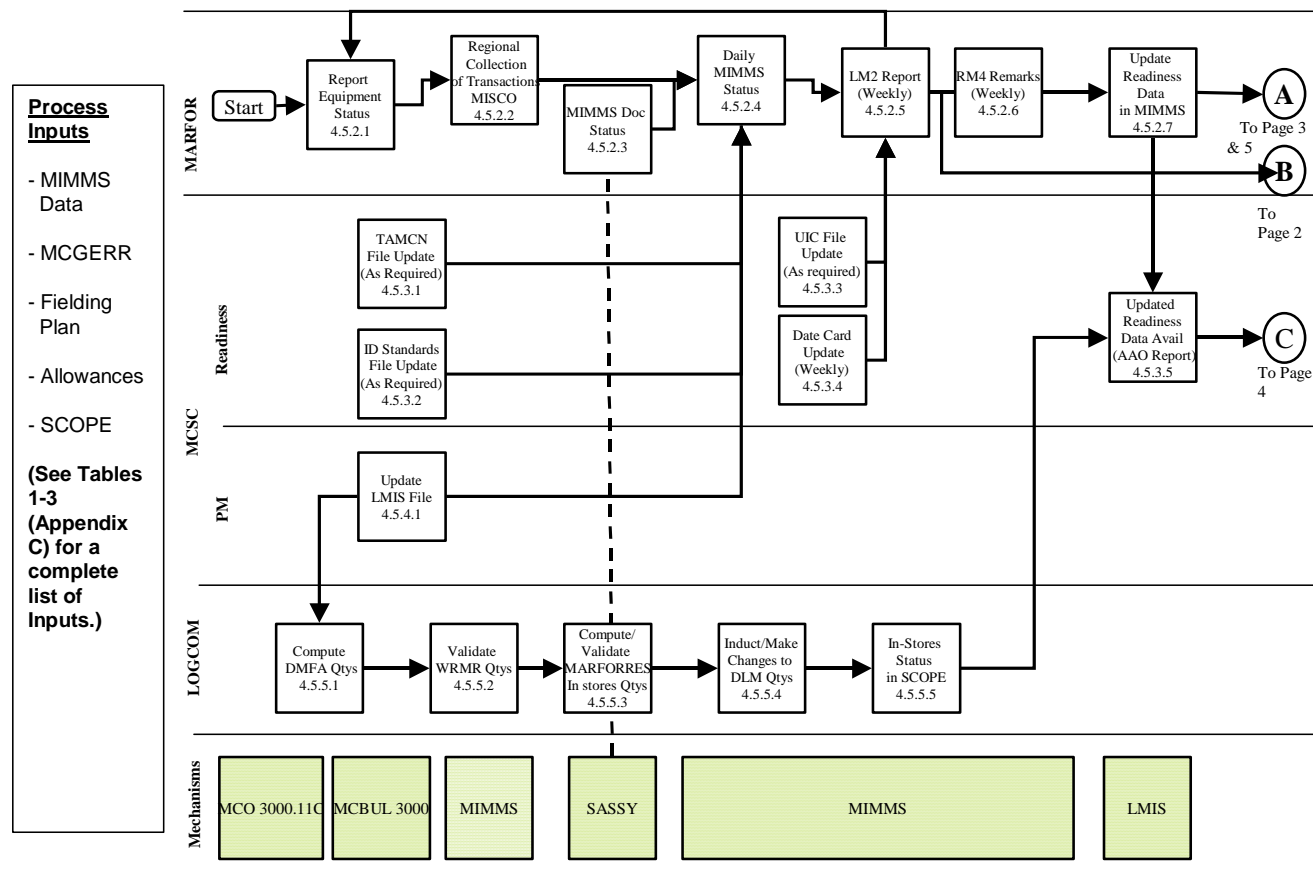
TAMCN - Table of Authorized Materiel Control Number; replacement for the former T/A Number; consists of type and technical category of materiel, item number, and class of supply.

UIC - Unit Identification Code; identification number assigned when the activity address record is established.

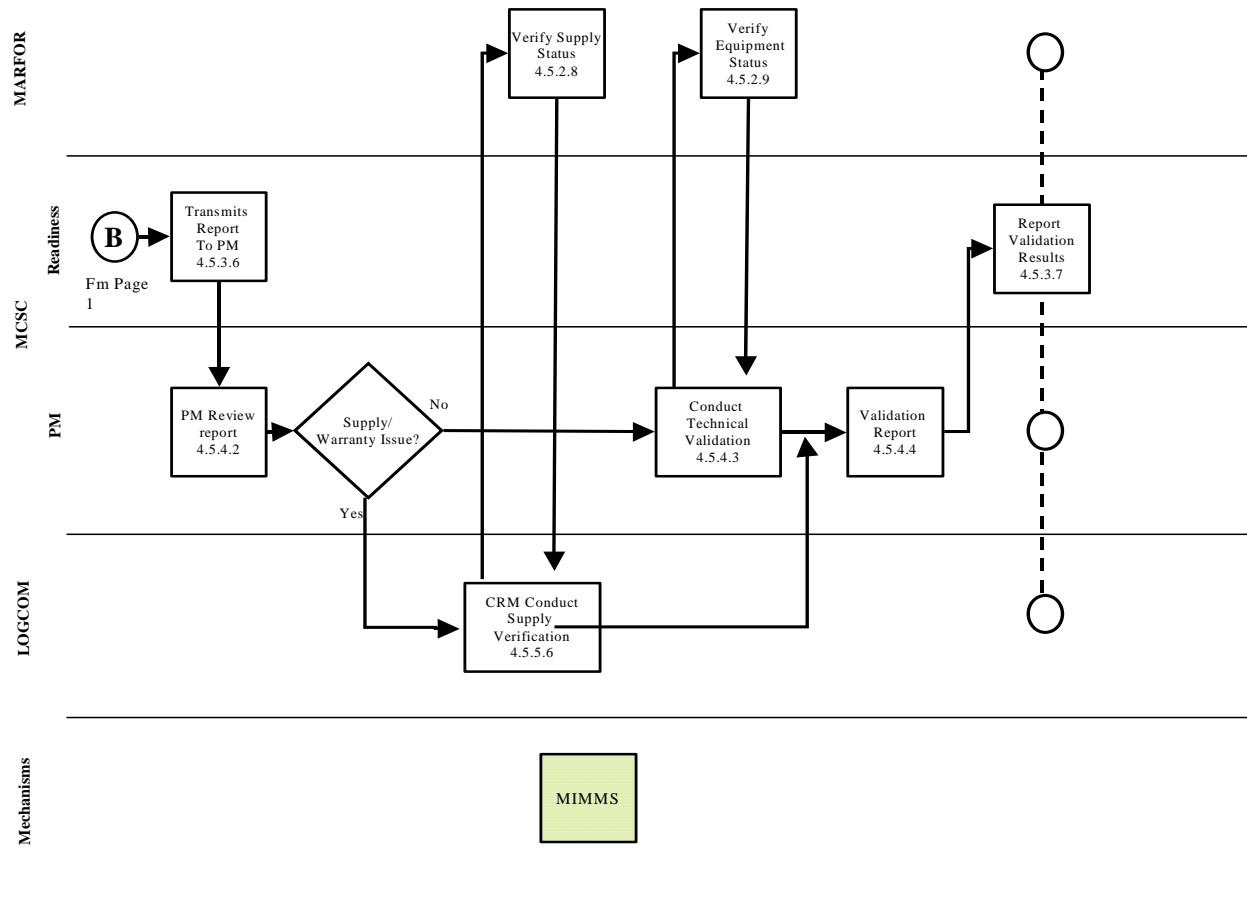
WRMR - War Reserve Materiel Requirement; computed based on a combat active replacement factor that considers probabilities of combat loss over a specified number of days in various combat scenarios.

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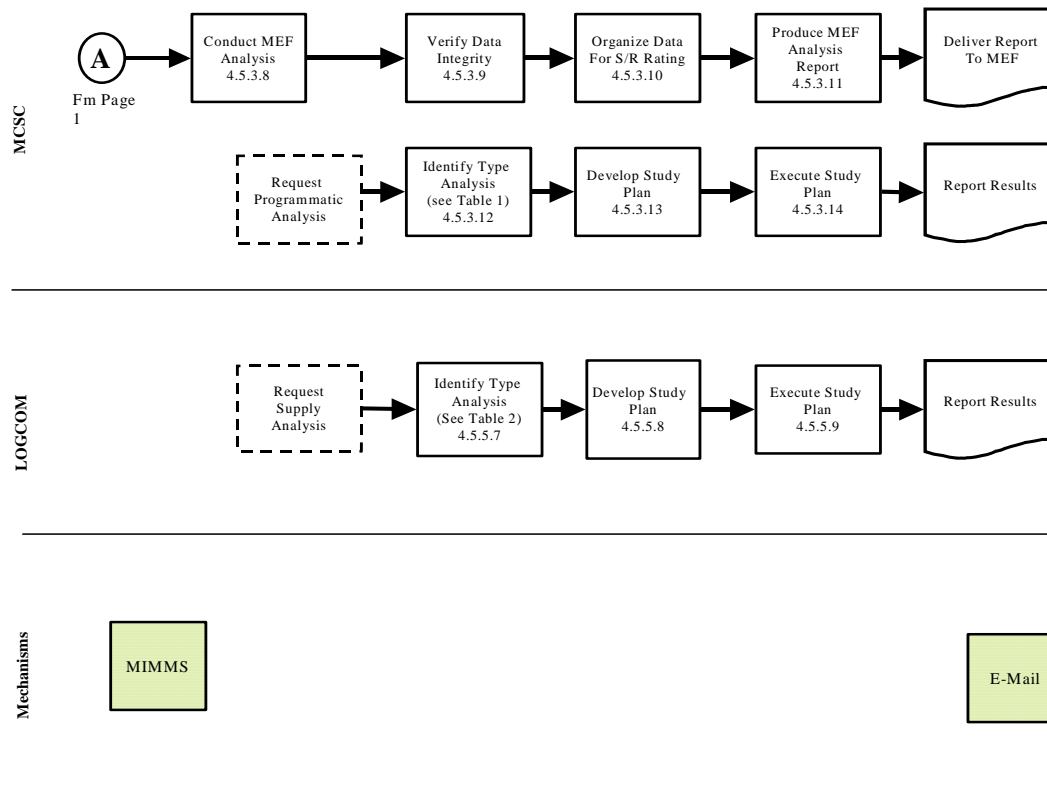
Appendix B: Readiness Management Flow Diagrams



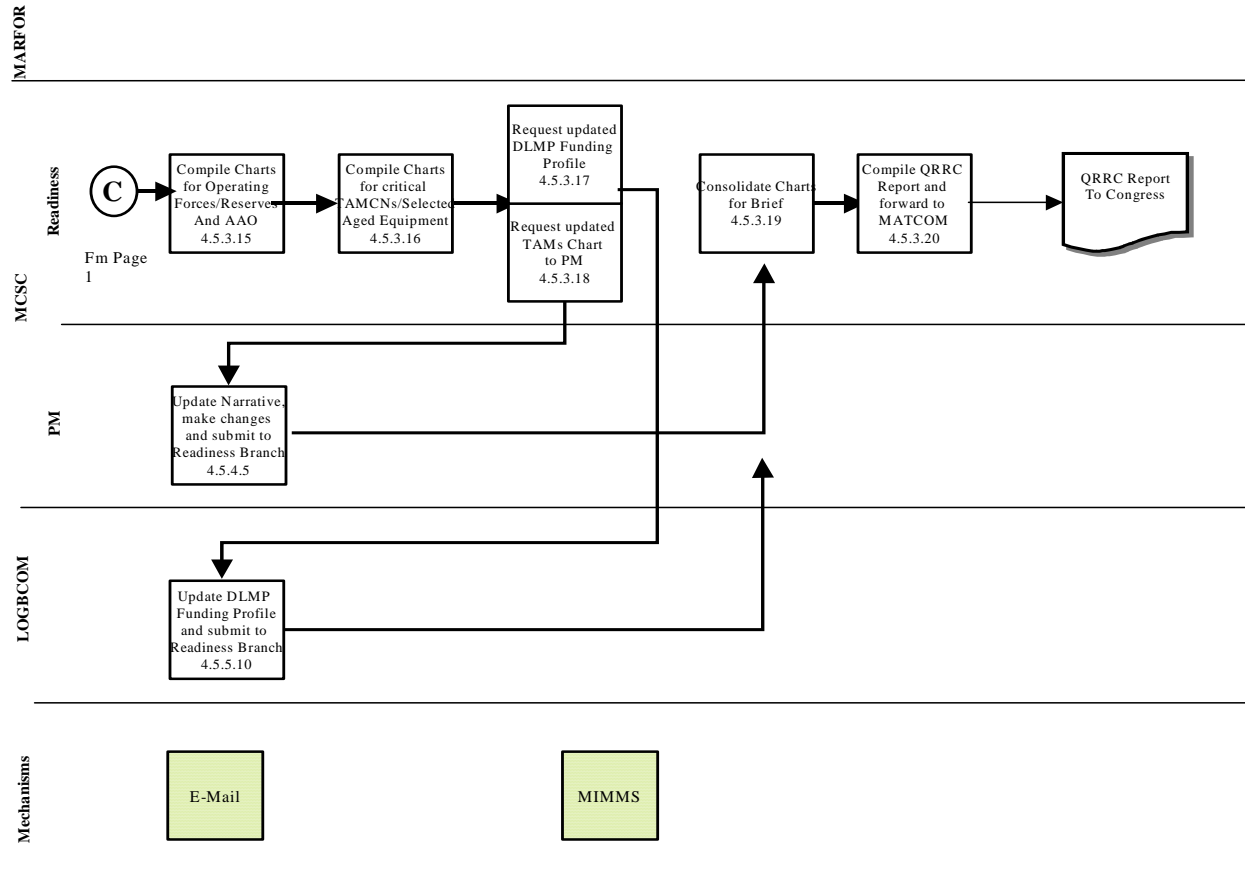
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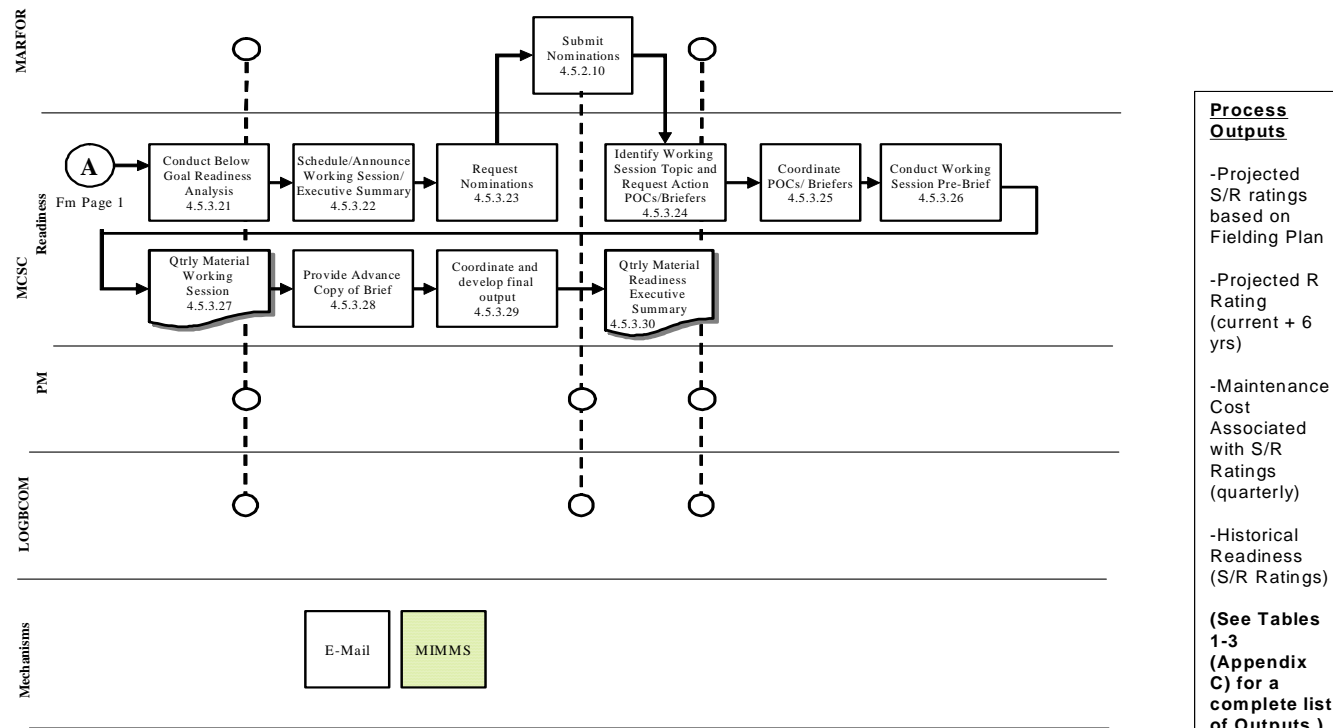
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Appendix C: Readiness Management Analysis Tables

TABLE 1

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Type of Analysis	Inputs	Guidance	Outputs
MEF Analysis	MCGERR	Desktop Procedures	Current NMCM / NMCS ERO Deadline Dates
Phase-In/Phase-Out Readiness Impacts	Fielding Plan MCGERR Allowances	Desktop Procedures	Projected S and R ratings based on Fielding Plan
What-If Analysis	MERIT MCGERR	Desktop Procedures	Projected R Rating (current + 6 yrs)
Readiness vs. Maintenance Costs	MIMMS Data	Desktop Procedures	Maintenance Cost Associated with S/R Ratings (quarterly)
Readiness Trend Analysis	MCGERR	Desktop Procedures	Historical Readiness (S/R Ratings)

TABLE 2

MARCORLOGCOM			
Type of Analysis	Inputs	Guidance	Outputs
Supply Chain Analysis	Wholesale, Retail, In-Stores, Out-of-Stores, as required		Resulting Analysis & Recommendations